

**STATE OF HAWAI'I**  
**OFFICE OF HAWAIIAN AFFAIRS**  
**560 N. NIMITZ HIGHWAY, SUITE 200**  
**(VIRTUAL MEETING - VIA ZOOM WEBINAR)**

**Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Seventeenth Supplementary Proclamation dated December 16, 2020 that suspend parts of Hawai'i Revised Statutes Chapter 92, Public Agency Meetings and Records to, among other things, enable boards to conduct business without any board members or members of the public physically present at the same location.**

**The OHA Board of Trustees will hold virtual meetings until further notice. The virtual meetings can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or listen by phone: (213) 338-8477, [Webinar ID](#)**

**Minutes of the Office of Hawaiian Affairs**  
**Board of Trustees**  
**MINUTES**  
**January 14, 2021**

**ATTENDANCE:**

Chairperson Carmen Hulu Lindsey  
Vice-Chairperson Leina'ala Ahu Isa  
Trustee Dan Ahuna  
Trustee Kaleihikina Akaka  
Trustee Keli'i Akina  
Trustee Luana Alapa  
Trustee Brendon Kalei'āina Lee  
Trustee Keola Lindsey  
Trustee John Waihe'e, IV

**BOT STAFF:**

Crayn Akina  
Kanani Iaea  
Lehua Itokazu  
Amber Kalua  
Colin Kippen  
Melissa Wennihan

**ADMINISTRATION STAFF:**

Sylvia Hussey, Ka Pouhana / CEO  
Casey Brown, Pou Nui / COO  
Ramona Hink, CFO  
Raina Gushiken, CC  
Everett Ohta, CC

**Call to Order**

**Chair Hulu Lindsey** Calls the Board of Trustees Workshop for Wednesday, January 14, 2021 to order at 10:00 a.m. Chair Hulu calls for a roll call.

MEMBERS			Present	TIME ARRIVED
TRUSTEE	LEINA'ALA	AHU ISA	x	
TRUSTEE	DAN	AHUNA	x	
TRUSTEE	KALEIHIKINA	AKAKA	x	
TRUSTEE	KELI'I	AKINA	x	
TRUSTEE	LUANA	ALAPA	x	
TRUSTEE	BRENDON KALEI'ĀINA	LEE	x	
TRUSTEE	KEOLA	LINDSEY	x	
TRUSTEE	JOHN	WAIHE'E	x	
CHAIRPERSON	CARMEN HULU	LINDSEY	x	

At the Call to Order, **NINE (9)** Trustees are **PRESENT**, thereby constituting a quorum.

**Chairperson Hulu Lindsey** Before we begin, let me go over some quick announcements. Please mute your mics when you are not speaking. Trustees and our CEO please enable your cameras if you are able to do so. All other OHA staff please enable your camera and mic when addressing the board. If you get disconnected, we will pause the meeting for one minute and wait for you to log back on. After one minute we will proceed with the meeting. If you need to leave the meeting, please inform the Chair by announcing that you are leaving the meeting.

We are recording today's meeting for the sole purpose of producing written minutes, which will become the official record of this meeting. Joining the Trustees today is Judge Robert Klein our Board Counsel and Sylvia Hussey our CEO. Also, my staff, Colin Kippen, Lehua Itokazu, Kanani Iaea, and Amber Kalua.

I would like to call upon our Ka Pouhana Sylvia to announce the administrative staff that is present.

**Sylvia Hussey, CEO** Thank you Chair and good morning Trustees. Today we have Casey Brown, Chief Operating Officer, Raina Gushiken, Senior Legal Counsel, Everett Ohta, Assistant Legal Counsel, Lisa Watkins-Victorino, Research Director, Carla Hostetter, Systems Office Director, Kaimana Mana Peres-David, Human Resource Director, Chris Stanley, Procurement Manager, and IT Support, Kevin Chak and Tiger Li.

**Chairperson Hulu Lindsey** I would like to take the agenda out of order. I would like to take the executive session and move it before new business. Judge Klein can you assist me? Can you tell me what I need to do? Or Trustee Lee? Do I need to vote on that?

**Robert G. Klein, Board Counsel** Yes, I think that would be a good idea to get a vote.

**Chairperson Hulu Lindsey** I would entertain a motion.

**Trustee Akina** Moves that the executive session be taken out of order and placed before new business.

**Trustee Ahu Isa** Seconds the motion.

**Trustee Keola Lindsey** Do we need to take public testimony before we do any board business?

**Chairperson Hulu Lindsey** Yes, but I am moving the agenda before we take any public testimony and we are not moving to that portion yet.

**Trustee Ahuna** Excuse me Chair, but what are you moving on the agenda?

**Chairperson Hulu Lindsey** I am moving the executive session before new business. I am doing this because one of our Trustees will need to leave and would not be here for that portion.

<b>Trustee Akina</b> moves that the executive session be taken out of order and placed before new business. <b>Trustee Ahu Isa</b> seconds the motion.						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI <b>AHU ISA</b>		X	X			
TRUSTEE DAN <b>AHUNA</b>			X			
TRUSTEE KALEI <b>AKAKA</b>			X			
TRUSTEE KELI'I <b>AKINA</b>	X		X			
TRUSTEE LUANA <b>ALAPA</b>			X			
TRUSTEE BRENDON <b>LEE</b>					X	
TRUSTEE KEOLA <b>LINDSEY</b>			X			
TRUSTEE JOHN <b>WAIHE'E</b>			X			
CHAIRPERSON HULU <b>LINDSEY</b>			X			
<b>TOTAL VOTE COUNT</b>			<b>8</b>		<b>1</b>	
<b>MOTION:</b> <input type="checkbox"/> UNANIMOUS <input checked="" type="checkbox"/> PASSED <input type="checkbox"/> DEFERRED <input type="checkbox"/> FAILED						
<b>Motion passes with seven (8) YES votes and one (0) EXCUSED vote.</b>						

### **Public Testimony**

**Chairperson Hulu Lindsey** I will review our Public Testimony Guidelines. Public Testimony should be limited to matters listed on the meeting agenda and will occur during the Public Testimony portion of the agenda. Once the public testimony section on the agenda has concluded, oral testimony online will no longer be accepted. Your name will be called, and your microphone will be unmuted when it is your turn to testify. If you are not audible, you will be muted, and the next testifier will be called. Your name will be called again before the conclusion of

the public testimony section. State your name, organization if applicable, agenda items you are testifying on, and your position on each of the agenda items. If you begin to address other issues not on the meeting agenda, I will call you Out of Order and direct you to limit your testimony to items listed on the agenda.

Oral testimony online will be limited to 5 minutes. A timer will be on the screen to count down the time and a chime will sound when you have 30 seconds left and the second chime when your testimony time expires. Your mic will automatically be muted once you have completed your oral testimony, or if your allotted time for testimony expires. I will now call on staff to call on the list of testifiers. Do we have anyone signed up?

**Board Secretary** No one has signed up.

### **Approval of Minutes**

**Chairperson Hulu Lindsey** I would like to move on to the approval of the minutes. Can I get a motion to accept the minutes dated October 27<sup>th</sup>, October 29<sup>th</sup>, and December 10<sup>th</sup>, 2020.

**Trustee Ahu Isa** I so move.

**Trustee Waihee** Seconds the motion.

**Trustee Akina** I will be abstaining from voting on the December 10<sup>th</sup> minutes because I was not present.

**Chairperson Hulu Lindsey** O.k. I will bifurcate that. We will only vote on the October 27<sup>th</sup> and 29<sup>th</sup> minutes.

Minutes: October 27, 2020 and October 29, 2020						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI <b>AHU ISA</b>	X		X			
TRUSTEE DAN <b>AHUNA</b>			X			
TRUSTEE KALEI <b>AKAKA</b>			X			
TRUSTEE KELI'I <b>AKINA</b>			X			
TRUSTEE LUANA <b>ALAPA</b>			X			
TRUSTEE BRENDON <b>LEE</b>			X			
TRUSTEE KEOLA <b>LINDSEY</b>			X			
TRUSTEE JOHN <b>WAIHE'E</b>		X	X			
CHAIRPERSON HULU <b>LINDSEY</b>			X			
<b>TOTAL VOTE COUNT</b>			<b>9</b>			
<b>MOTION: [ ] UNANIMOUS [ X ] PASSED [ ] DEFERRED [ ] FAILED</b>						
<b>Motion passes with seven (9) YES votes and one (0) EXCUSED vote.</b>						

**Chairperson Hulu Lindsey** We will now move on to December 10, 2020.

**Trustee Ahu Isa** Moves to approve the December 10, 2020 minutes.

**Trustee Keola Lindsey** Seconds the motion.

**Chairperson Hulu Lindsey** Roll call vote.

Minutes: December 10, 2020						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI <b>AHU ISA</b>	X		X			
TRUSTEE DAN <b>AHUNA</b>			X			
TRUSTEE KALEI <b>AKAKA</b>			X			
TRUSTEE KELI'I <b>AKINA</b>					X	
TRUSTEE LUANA <b>ALAPA</b>			X			
TRUSTEE BRENDON <b>LEE</b>			X			
TRUSTEE KEOLA <b>LINDSEY</b>	X		X			
TRUSTEE JOHN <b>WAIHE'E</b>			X			
CHAIRPERSON HULU <b>LINDSEY</b>			X			
<b>TOTAL VOTE COUNT</b>			<b>8</b>		<b>1</b>	
<b>MOTION: [ ] UNANIMOUS [ X ] PASSED [ ] DEFERRED [ ] FAILED</b>						
<b>Motion passes with seven (8) YES votes and one (0) EXCUSED vote.</b>						

**Chairperson Hulu Lindsey** At this time I will entertain a motion to recuse ourselves into executive session. Once we finish our executive session we will come back into open session and finish our agenda.

**Trustee Waihee** Moves to recuse

**Trustee Akaka** Seconds the motion.

**The Board** recuses into executive session at 10:13 a.m.

Motion to recuse into executive session pursuant to HRS Section 92-5						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI <b>AHU ISA</b>			X			
TRUSTEE DAN <b>AHUNA</b>			X			
TRUSTEE KALEI <b>AKAKA</b>	X		X			
TRUSTEE KELI'I <b>AKINA</b>			X			

TRUSTEE LUANA	ALAPA			X			
TRUSTEE BRENDON	LEE			X			
TRUSTEE KEOLA	LINDSEY			X			
TRUSTEE JOHN	WAIHE'E	X		X			
CHAIRPERSON HULU	LINDSEY			X			
<b>TOTAL VOTE COUNT</b>				<b>9</b>			
<b>MOTION:</b> <input type="checkbox"/> UNANIMOUS <input checked="" type="checkbox"/> PASSED <input type="checkbox"/> DEFERRED <input type="checkbox"/> FAILED							
<b>Motion passes with seven (9) YES votes and one (0) EXCUSED vote.</b>							

**The Board Comes back to open session at 12:18 p.m.**

### **New Business**

**Chairperson Hulu Lindsey** I would like to call upon Casey Brown to present the Strategic Plan Implementation update.



**Casey Brown, COO** Mahalo Chair, Sylvia will be setting up a brief context for everyone and we will be setting up the presentation.

**Sylvia Hussey, CEO** Joining Casey will be Carla Hostetter and Lisa Watkins-Victorino who have been apart of the Strategic Plan Hui. They have been seeing this through and are now implementing this as part of administration.

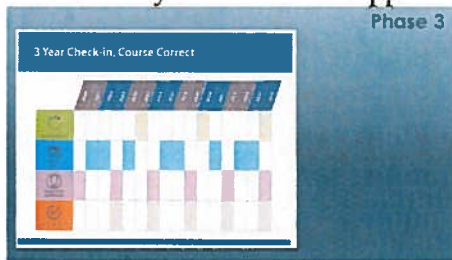
**Casey Brown, COO** Aloha, today we want to walk you through our strategic plan, there are two parts. Before we start, I would like to introduce to you our strategic plan hui. We have Sterling Wong, Carla Hostetter, Lisa Watkins – Victorino, and me. I will start with a quick overview, a refresh on an overview of the strategic plan. The second part will be on the implementation. At the end we will take question and any mana'o shared.

**Lisa Watkins-Victorino** Aloha, today my role is to provide you with a review of the strategic planning process.

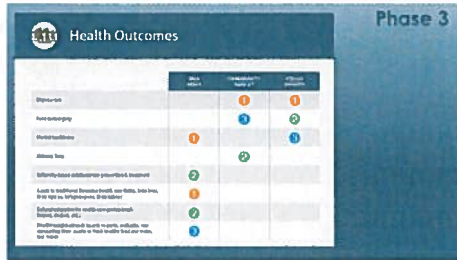




was utilized to work with the board and it culminated the adoption of our strategies and timeline. The timeline has a three-year correction opportunity that was included.



In the collection of data, participants were asked what areas should OHA focus on across the dimensions. We provided the dimensions that were approved. All data was collected, ranked, and the Trustees were presented with a summary ranking.



You will see an example in this slide. You will see duplicate numbers of one or two under OHA staff. The duplicate numbers indicate that there was a tie.

We had a 3.1 Phase that drew upon our administration, our directors, managers, and our staff that have various expertise to weigh in on developing the outcome. But, in these conversations, we began to see it was better to align with our foundations, and that we may need to do some re-wording. We worked on that and brought it to the board where it was approved in action item 20-07. Additionally, strategies related to endowments were also proposed and approved.

Next slides show our direction, the strategies associated to those directions, and the outcomes.

### Strengthened and Integrated Community, Culture-based Learning Systems

**Strategic Direction:** Strengthen and integrate community, culture-based learning systems to support the health and well-being of the community.

**Strategies:**

- 1.1. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 1.2. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 1.3. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.

**Outcomes:**

- 2.1. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 2.2. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 2.3. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.

### Strengthened and Integrated Community, Culture-based Learning Systems

**Strategic Direction:** Strengthen and integrate community, culture-based learning systems to support the health and well-being of the community.

**Strategies:**

- 3.1. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 3.2. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 3.3. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.

**Outcomes:**

- 4.1. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 4.2. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 4.3. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.

### Strengthened Capability for OHA to Meet Living Needs, including Housing: Strengthened Effective Implementation of the HHCA

**Strategic Direction:** Strengthen the capability for OHA to meet living needs, including housing, through the effective implementation of the HHCA.

**Strategies:**

- 5.1. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 5.2. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 5.3. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.

**Outcomes:**

- 6.1. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 6.2. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 6.3. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.

### Strengthened Capability for OHA to Meet Living Needs, including Housing: Strengthened Effective Implementation of the HHCA

**Strategic Direction:** Strengthen the capability for OHA to meet living needs, including housing, through the effective implementation of the HHCA.

**Strategies:**

- 7.1. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 7.2. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 7.3. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.

**Outcomes:**

- 8.1. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 8.2. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.
- 8.3. Increase the number of staff and faculty at OHA's community-based learning centers to support the health and well-being of the community.

Additional discussions were on endowments, strategies nine and ten, having to do more on our commercial and stewarding of our land resources.



Endowment	
Increased value of investments in and value from financial, commercial and land resources.	
<p>Strategic Outcome 9: Increased value of investments in and value from financial, commercial and land resources.</p> <p>9.1. Increased value of the Hānau Houkai Fund (HFF)</p> <p>9.2. Increased value of the commercial resources</p> <p>9.3. Increased direct investments in Hawaii</p> <p>9.4. Increased value derived from the HFF and commercial resources</p> <p>9.5. Increased strategic granting</p>	<p>10.1. Protected traditional and customary rights</p> <p>10.2. Autonomy solutions for land resources</p> <p>10.3. Strengthen and elevated cultural resource management practices</p> <p>10.4. Breaken cross of cultural resource managers</p> <p>10.5. Increases streamlined direct land investments</p>

Our Pou Nui will be up next to speak on our Implementation plan and where we are at.

**Casey Brown, COO** Aloha, this half of the Strategic Plan presentation is the implementation. How will we put all these strategies into action? This slide is the most informative slide.



The slide details on how we get from our foundations and development of strategies to our tactics and operating and work plans. We will be developing strategic indicators and tactical measures. These are the measures we want to give ourselves to gauge our progress and be able to course correct. We are in the middle of developing these tactics. Tactics are what takes our strategies and into actionable steps.

As we develop our tactics, we vet it very carefully. We want to make sure we align to foundations, align to strategies and directions, and align to strategic outcomes. We need to check for financial feasibility and timeline feasibility. The last thing we want is OHA to be lead appropriately. If someone is doing exactly what we are doing and doing it better, we may want to partner. OHA may want to be a supportive role for this strategy. I mention this because we carefully vet what we plan to do. After we build and do the tactical plan, then what? We need to make sure we are structurally oriented to achieve the strategies that we want to achieve. This involves looking at our structure, our staffing is well supported; the right skills are in place and eventually develop operating plans also known as work plans. This is where we talk about what projects we want to get done; what operational functions need to happen; be aware of our financial planning; to be sure we have the resources to execute the plan. What you will not see today but will be informed when it happens is execution, when we start to measure, report, and bring information to you to make decisions. This is where we can course correct.

We want to be able to socialize all these plans. Today, speaking to all of you right now is a form of socialization. We have more plans, steps, and methods in place. We plan on folding in a brand re-fresh as we launch our new strategic plan.



More details will be brought to you at a future date. Two things to point out on the slide, the video work being done presently and an insert that will be coming out in the Ka Wai Ola. The insert will give a snapshot of the strategic plan. If there are any questions we will be happy to take them.

**Trustee Akaka** What are the promotional items?

**Casey Brown, COO** The promotional items we are speaking of are t-shirts, polo shirts, pens, and other tangible items we would use.

**Trustee Akaka** I'm wondering how much we are spending on these promotional items. How many are we planning to create? Who would these items be distributed to?

**Sylvia Hussey, CEO** As we are thinking of all the components of the communications plan we are also mindful of what are those messages. Here we are in a pandemic and we are trying to provide as much as we can for our beneficiaries, so I think we need to be mindful of the sensitivity. What does it look like if OHA is out there giving away t-shirts and folders when people are hungry? The planning is there, budgeting will come forward to the trustees, but it will come after thoughtful consideration. In our plans we will have these promotional items but not now. So, focusing on what the needs of our beneficiaries are and being mindful. Thank you for raising that question.

**Trustee Akaka** For the launch parties, are we looking at adding a cost factor to that as well?

**Sylvia Hussey, CEO** Right, we are not going to be the super spreader launch party. All the packaging will come forward when its budget time.

**Trustee Akaka** Mahalo.

**Chairperson Hulu Lindsey** Thank you Casey, this looks exciting.

**Trustee Alapa** Obviously I can see they put a lot of work into this and obviously it will cost a lot of money. Can we afford that? What is the cost factor and are we still looking at that now?

**Sylvia Hussey, CEO** Part of the process of the budget construction is to bring forward to the Board, starting with the Resource Committee (RM). The RM will get the first layout of the budget, we are also required to share our budget with our beneficiaries. So, we need time to share our budget with all the considerations with the trustees and the RM committee before it goes out to our beneficiaries for comment. By the time you see it, the budget was vetted. Generally, a budget book will be given to you a few weeks before a workshop. Administration will have a conversation with the RM Chair and RM Vice-Chair before it is brought to the full committee and board.

**Trustee Alapa** Thank you.

**Chairperson Hulu Lindsey** Thank you again. I will turn it over to Sylvia for the Ad Hoc Committee.

**Sylvia Hussey, CEO** The Board has two Ad Hoc Committees and would you like to update everyone on the membership?

**Chairperson Hulu Lindsey** Correct, we have two committees. One is Grants and Sponsorships and the other is Maunakea. Both committees have the Chair on them, and I will just be replacing myself for those positions. Trustee Dan Ahuna will continue being the Chair for the Maunakea Committee.

Are there any community concerns and celebrations?

**Board Secretary** There are none.

**Announcements**

**Chairperson Hulu Lindsey** Our first RM meeting will be on January 26, 2021 and January 27, 2021 will be the BAE meeting. Both meetings will be at 1:30 p.m.

**Adjournment**

**Trustee Akaka** moves to adjourn the meeting.

**Trustee Ahu Isa** seconds the motion.

**Chairperson Lindsey** calls for a **ROLL CALL VOTE**.

Adjournment							
TRUSTEE		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
LEINA'ALA	AHU ISA		X	X			
DAN	AHUNA			X			
KALEIHIKINA	AKAKA	X		X			
KELI'I	AKINA						(left at 12:20 p.m.)
LUANA	ALAPA			X			
BRENDON KALEI'ĀINA	LEE			X			
KEOLA	LINDSEY			X			
JOHN	WAIHE'E						(left at 11:44 a.m.)
CHAIR CARMEN HULU	LINDSEY			X			
TOTAL VOTE COUNT				7		0	0

**MOTION: [ ] UNANIMOUS [ X ] PASSED [ ] DEFERRED [ ] FAILED**

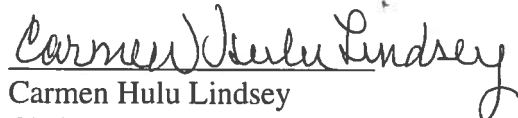
**Chairperson Carmen Hulu Lindsey** adjourns the Board of Trustees meeting at 12:43 p.m.

Respectfully submitted,



Lehua Itokazu  
Board Secretary

As approved by the Board of Trustees on February 11, 2021.

  
Carmen Hulu Lindsey  
Chairperson, Board of Trustees

Attachments:

1. PowerPoint Presentation: Strategic Plan 2020-2035 Implementation Update



# STRATEGIC PLAN 2020-2035 Implementation Update

January 14, 2021



# STRATEGIC PLAN 2020-2035 Implementation Update

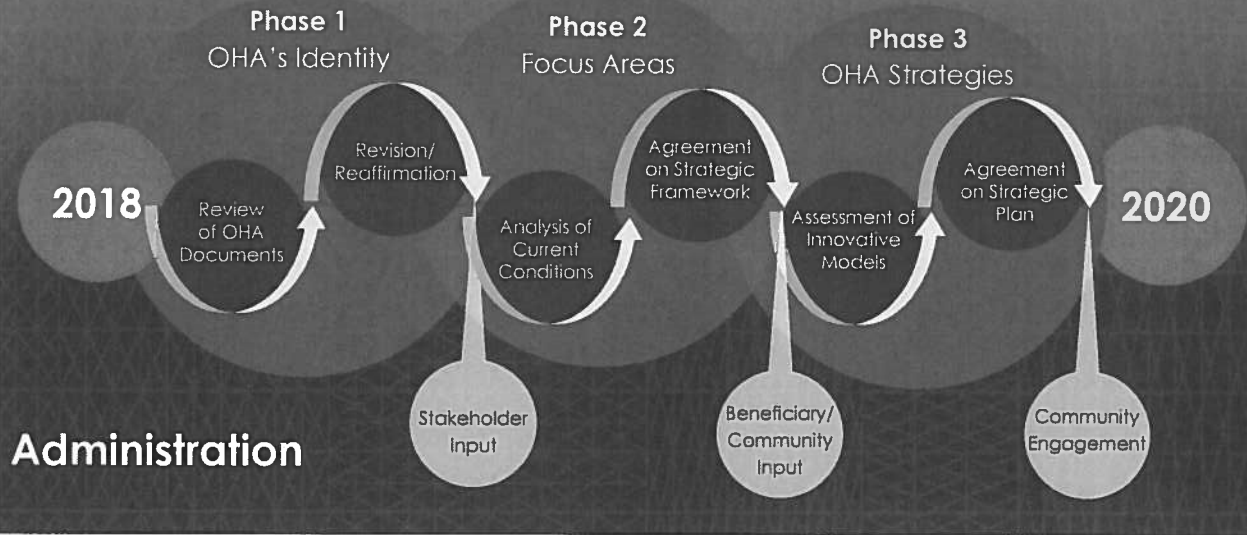
## Overview:

- Review of Strategic Planning Process
- Introduction to Implementation Planning Process
- Outline of OHA Communication Plan
- Questions and Mana'o



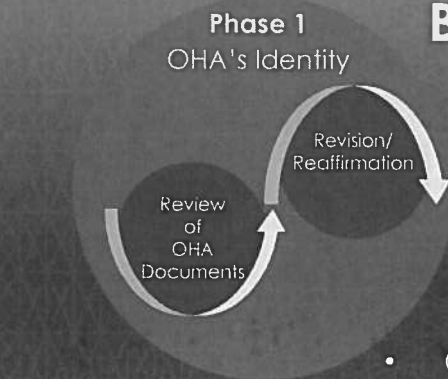
# Strategic Planning Development Phases

**BOT**



## Phase 1

**BOT**



**Administration**

- No substantive changes to OHA's Mission & Vision
- Action Item: BOT #19-02
  - Replace nation with lāhui
  - Mission and Vision in 'ōlelo Hawai'i.

- OHA Statuary Reference Presentation
- Mission and Vision Presentation
- Roles of the Office of Hawaiian Affairs Presentation

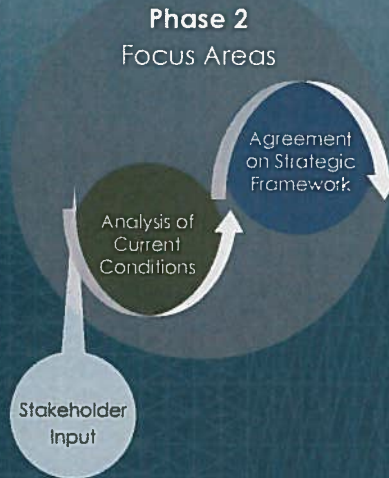
## Phase 2

### BOT

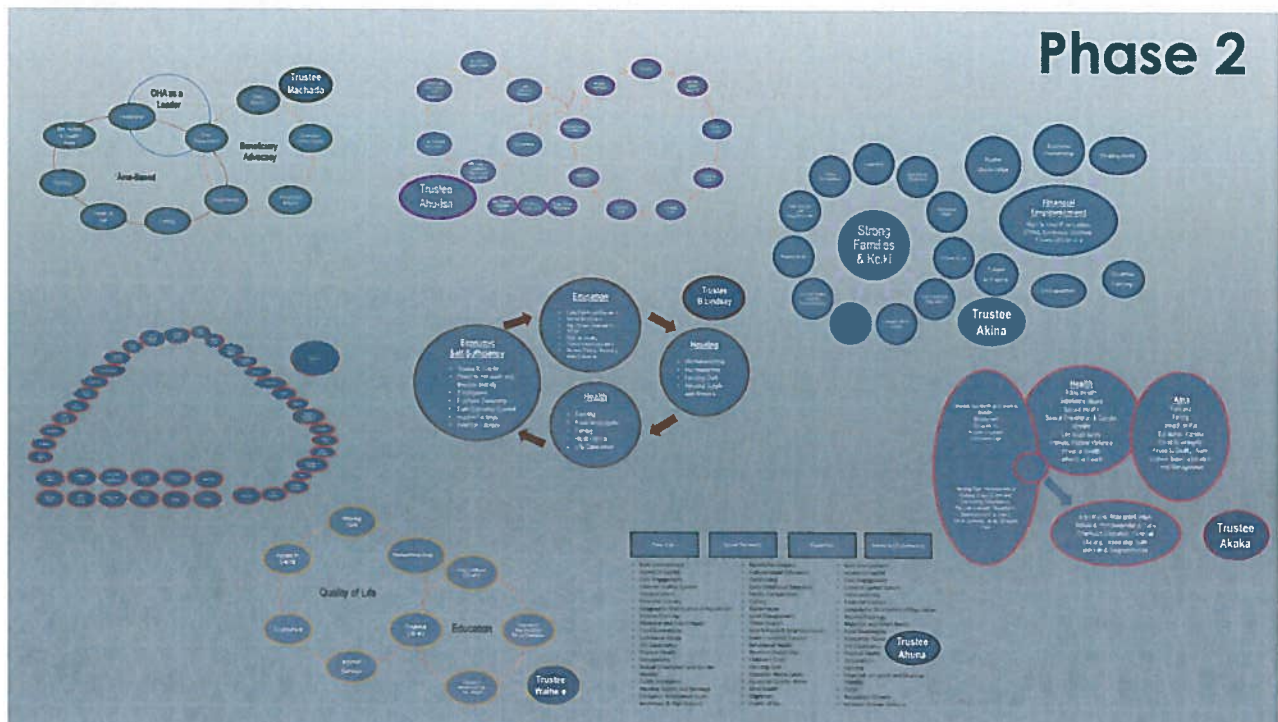
- Review "Making Sense of the Data" Document
- Systems Map Activity
- Action Item: BOT #19-03
  - Strategic Framework including foundations and directions

### Administration

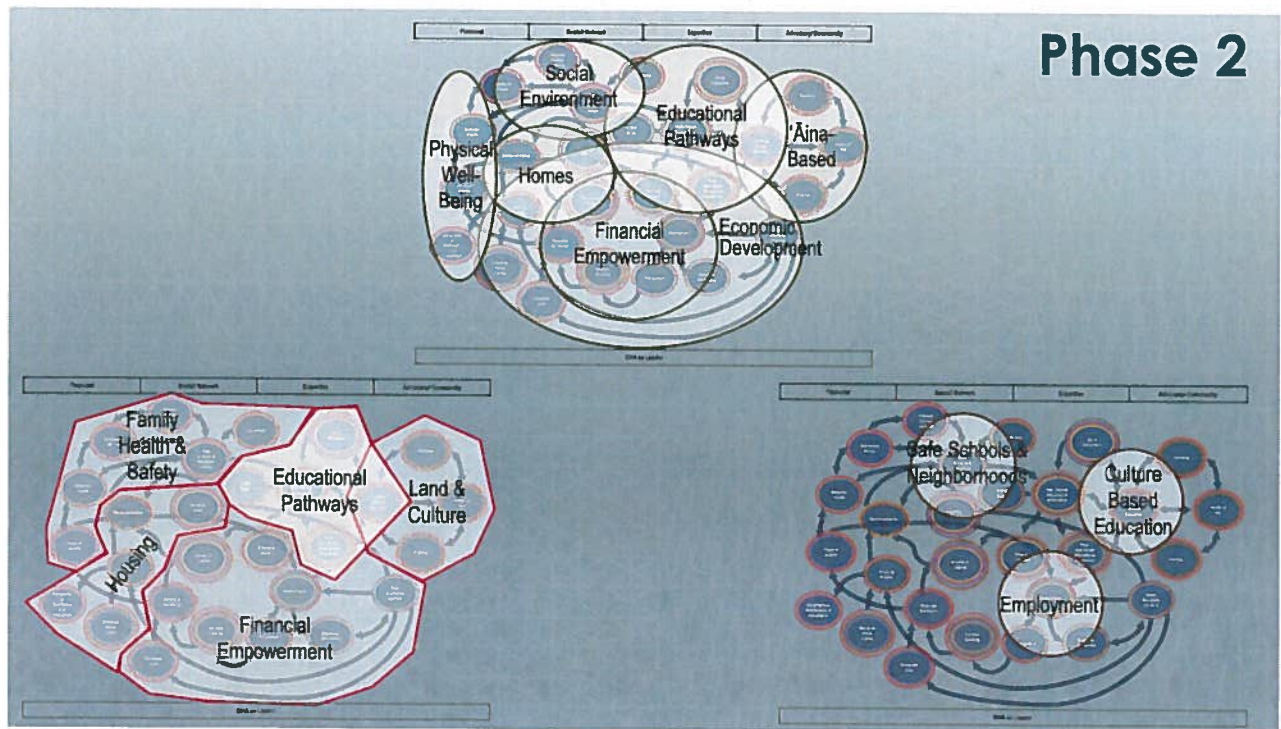
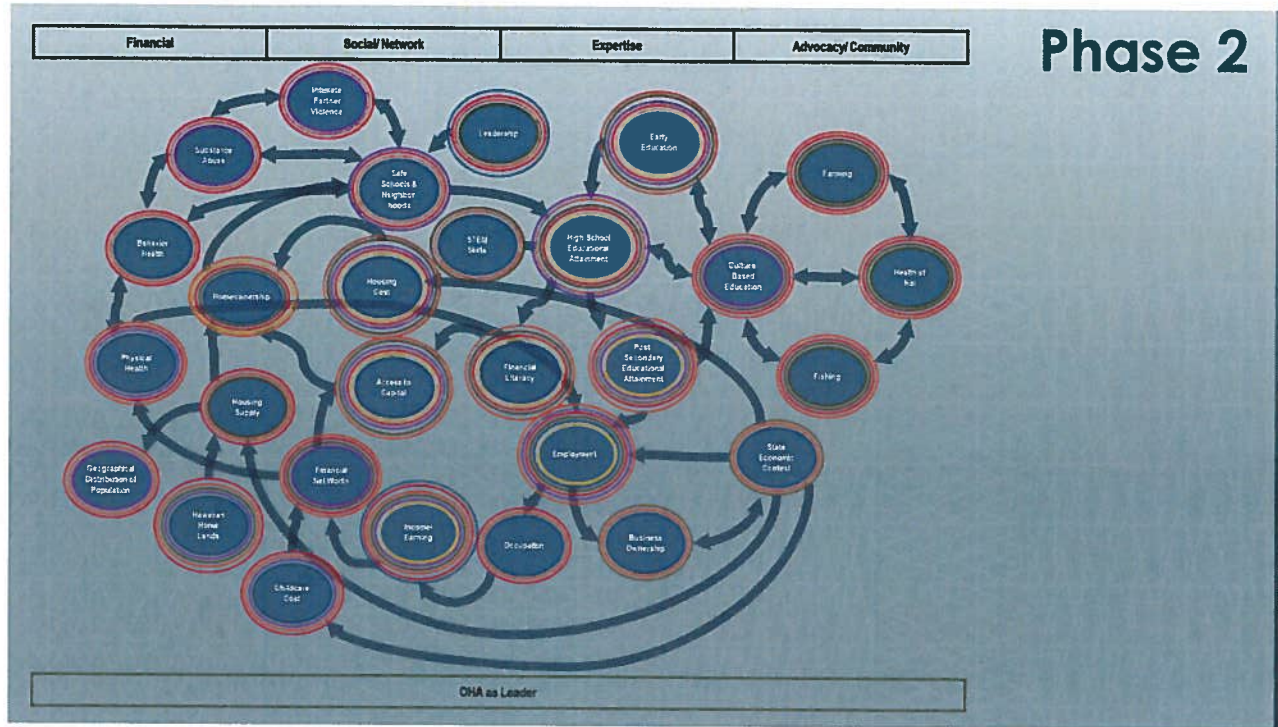
- "Making Sense of the Data" Document
- Led Board in System Mapping Activity
- Framework Development

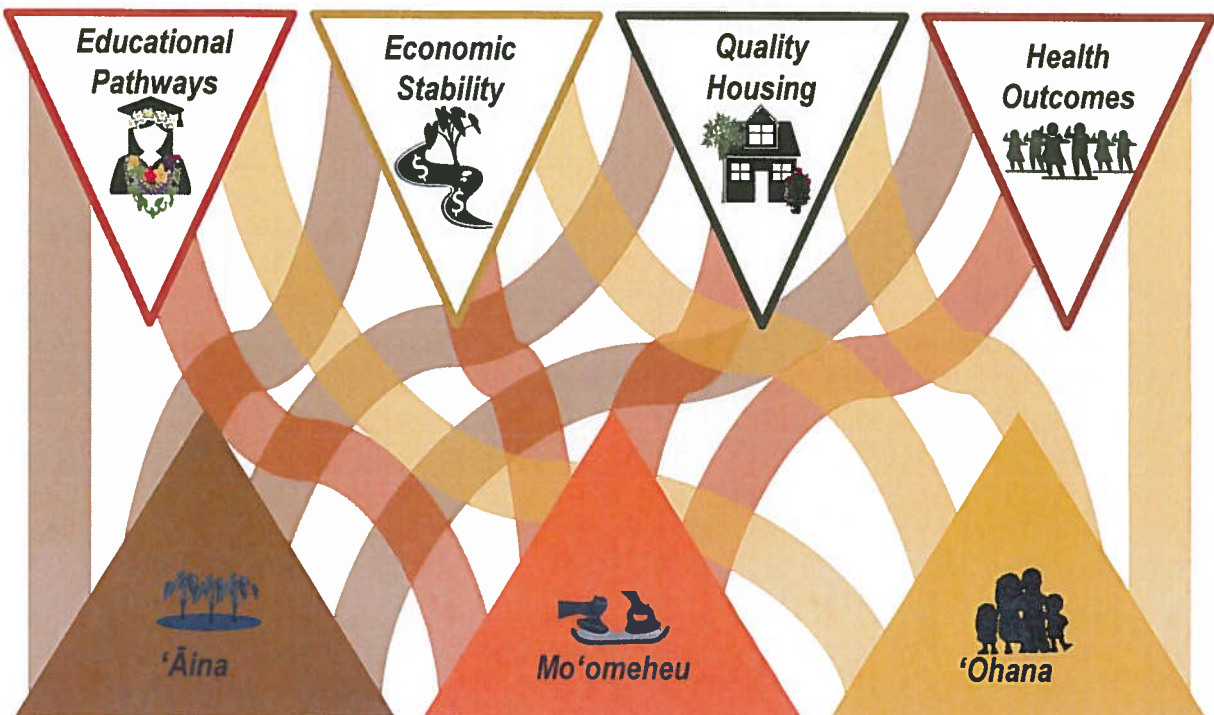
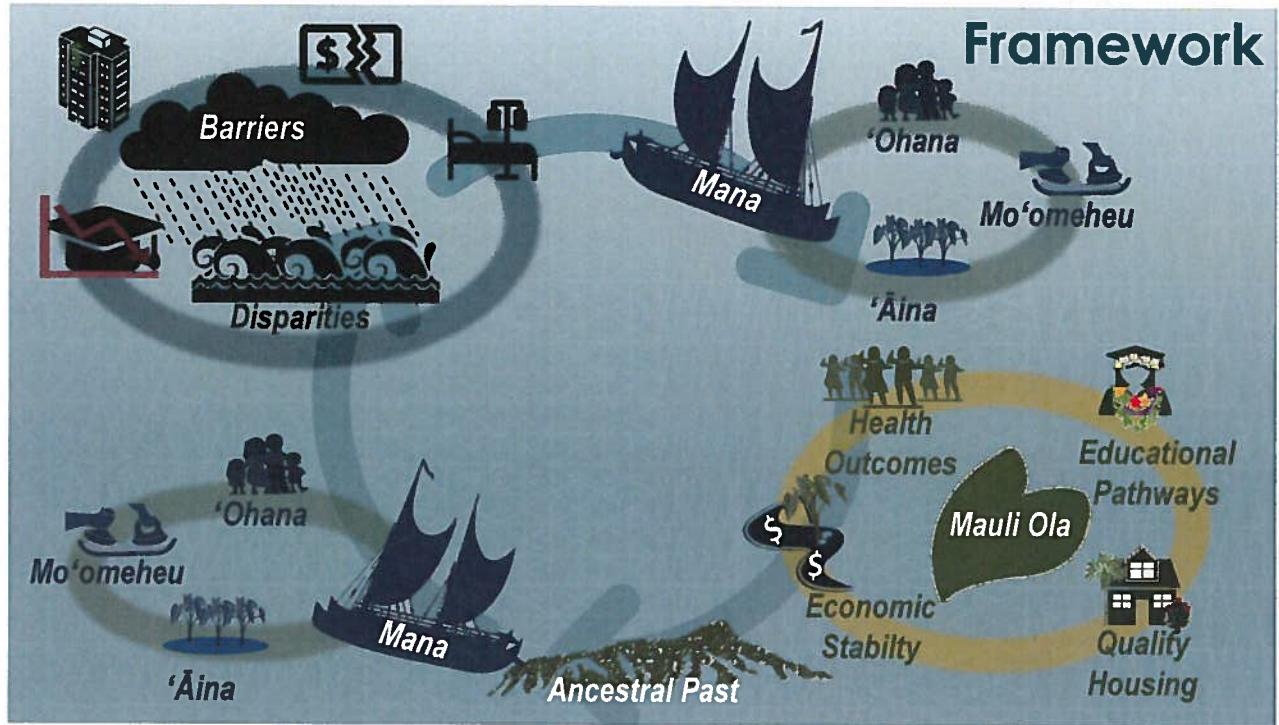


## Phase 2











## BOT

- Strategy Development
- Action Item: BOT #19-14
  - Strategies
  - Timeline: 2020-2035, with 3-year correction opportunities

## Administration

- Contract DTL
- Statewide Beneficiary/ Community Online Survey
- Statewide Beneficiary/ Community Focus Groups

## Phase 3



## Health Outcomes

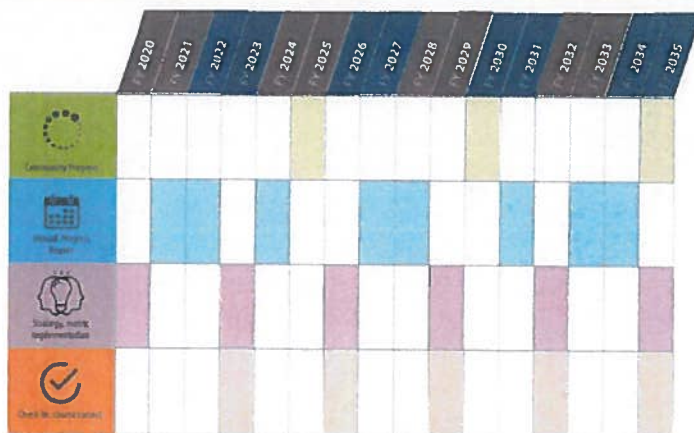
## Phase 3

	OHA STAFF	COMMUNITY SURVEY	FOCUS GROUPS
Kūpuna care		1	1
Food sovereignty		3	2
Mental healthcare	1		3
Mālama 'Āina		2	
Culturally-based substance use prevention & treatment	2		
Access to traditional Hawaiian health care (hāhā, loml loml, lā'au lapa'au, ho'oponopono, lā'au kāhea)	1		
Cultural education for health care professionals (nurses, doctors, etc.)	2		
Healthy neighborhoods (access to parks, walkable, low commuting time, access to fresh healthy food and water, low crime)	3		



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### 3 Year Check-in, Course Correct



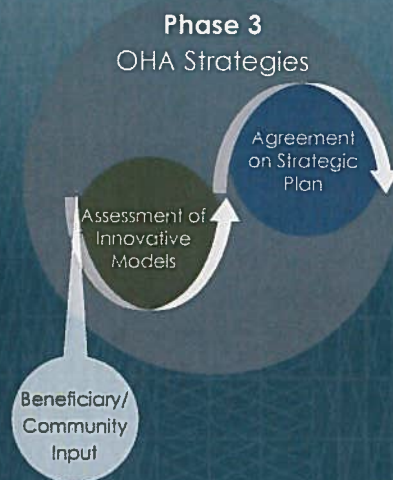
## BOT

- Action Item: BOT #20-07
  - Reworded Strategies, Strategic Outcomes, Endowment Strategies

## Phase 3

### Administration

- Staff working groups
- Proposal of Reworded Strategies, Strategic Outcomes, Endowment Strategies, and Infrastructure Strategies



### Strengthened and Integrated Community, Culture based Learning Systems

Strategy 1. Support development and use of educational resources for all Native Hawaiian life-long learners in schools, communities, and 'ohana

1.1. Increased number or percent of Native Hawaiian students who enter educational systems ready to learn

1.2. Increased number or percent of Native Hawaiian students graduating high school who are college, career, and community ready

1.3. Increased number of Native Hawaiians engaged in traditional learning systems (ie. hale, halau, mua, hale pe'a) that reestablish/maintain strong cultural foundations/ identity

Strategy 2. Support education through Hawaiian Focused Charter Schools and Hawaiian-medium schools

2.1. Adequately resourced Hawaiian Focused Charter Schools and Hawaiian-medium schools, including funding of transportation, special education, facilities, and meals, and availability of qualified teachers

2.2. Increased availability of Hawaiian Focused Charter Schools and Hawaiian-medium schools

2.3. Establishment of a Native Hawaiian Charter School and Hawaiian-medium system





## Strengthened 'Ōiwi (Cultural Identity), Ea (Self-Governance), 'Āina Momona (Healthy Lands and People), Pilina (Relationships), Waiwai (Shared Wealth), Ke Akua Mana (Spirituality)

Strategy 3. Advance policies, programs, and practices that strengthen Native Hawaiian well-being, including physical, spiritual, mental, and emotional health

- 3.1. Increased availability and access to quality, culturally based, and culturally adapted prevention and treatment interventions in 'ohana, schools, and communities
- 3.2. Establishment of a fully functional, high quality, culturally adapted, primary Native Hawaiian Health System which coordinates effective wellness activities/ programs
- 3.3. Decrease the number / percent of Native Hawaiians in jails and prison
- 3.4. Communities are empowered to care of iwi kupuna

Strategy 4. Advance policies, programs, and practices that strengthen the health of the 'āina and mo'omeheu

- 4.1. Preservation and perpetuation of Hawaiian language, culture, traditions, identity and sense of Lāhui;
- 4.2. Increased community stewardship of Hawai'i's natural and cultural resources that foster connection to 'āina, 'ohana, and communities;
- 4.3. Increased restoration of Native Hawaiian cultural sites, landscapes, kulāwi and traditional food systems.



## Strengthened Capability for 'Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA

Strategy 5. Advance policies, programs, and practices that strengthen Native Hawaiians' resource management knowledge and skills to meet the housing needs of their 'ohana

- 5.1. Increased numbers/ percent of Native Hawaiians who rent housing that meets their 'ohana's financial and well-being needs
- 5.2. Increased numbers/ percent of Native Hawaiians who own housing that meets their 'ohana's financial and well-being needs
- 5.3. Increased safety, stability, social support networks, and cultural connection in Native Hawaiian communities

Strategy 6. Support the implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing supply needs of Native Hawaiian 'ohana

- 6.1. Increased affordable non-traditional housing options (ADUs/ tiny houses, large multi-generational lots or homes) in communities of 'ohana's choice
- 6.2. Increased housing unit supply on Hawaiian Home Lands
- 6.3. Decreased rate of Native Hawaiian 'ohana out of state migration



## Strengthened Capability for 'Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA

Strategy 7. Advance policies, programs, and practices that strengthen Native Hawaiian ohana's abilities to pursue multiple pathways to economic stability

- 7.1. Increased number / percent of Native Hawaiian 'ohana who are able to provide high quality keiki and kupuna care
- 7.2. Increase access to capital and credit for community strengthening Native Hawaiian businesses and individuals
- 7.3. Increase number of Native Hawaiian 'ohana who are resource stable (financial, subsistence, other)
- 7.4. Increased Native Hawaiian employment rate

Strategy 8. Cultivate economic development for Native Hawaiian communities

- 8.1. Increased number of successful, community strengthening Native Hawaiian-owned businesses
- 8.2. Establishment of new markets for Native Hawaiian products (eg. kalo, loco'ia grown fish, etc.) that can provide Native Hawaiian producers a livable wage
- 8.3. Established and operationalized indigenous economic system consistent with Native Hawaiian knowledge, culture, values, and practices
- 8.4. Increased number of successful, community strengthening Native Hawaiian-owned businesses

## Endowment

### Increased value of, investments in and value from financial, commercial and land resources.

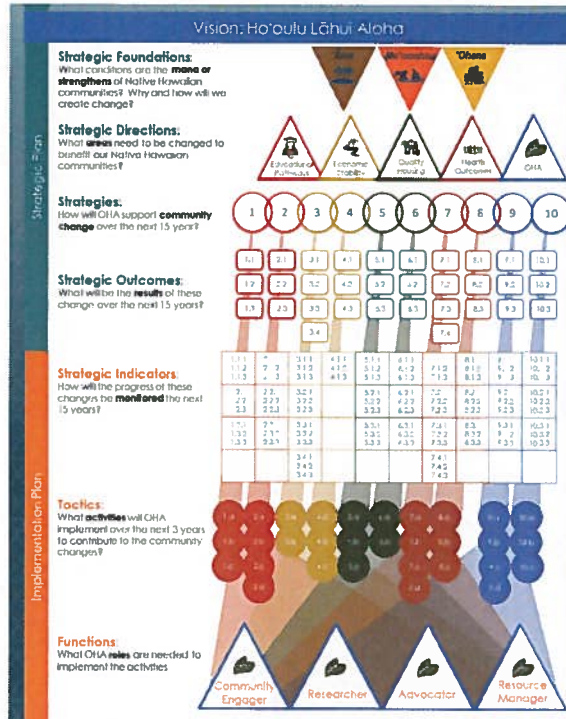
Strategy 9. Steward financial and commercial resources to enable strategic outcomes

- 9.1. Increased value of the Native Hawaiian Trust Fund (NHTF)
- 9.2. Increased value of the commercial resources
- 9.3. Increased direct investments in Hawaii
- 9.4. Increased value derived from the NHTF and commercial resources
- 9.5. Increased strategic granting

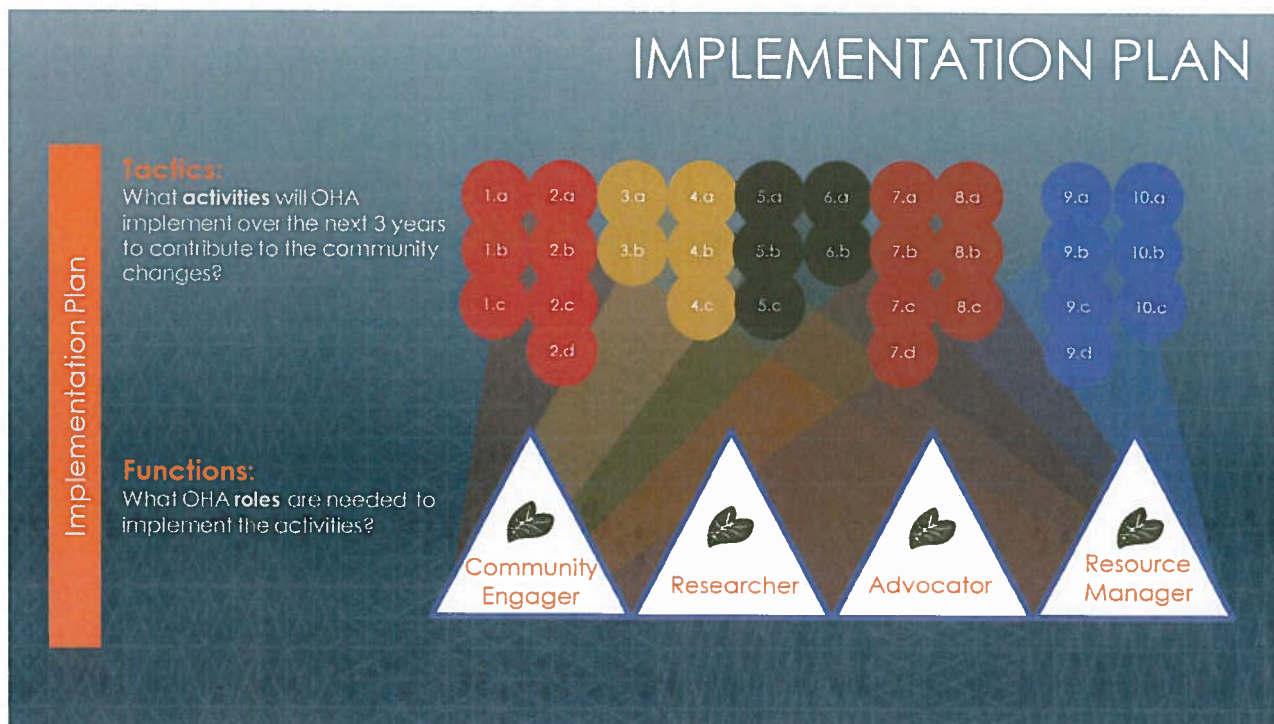
Strategy 10. Steward land resources to fulfill fiduciary responsibilities and enable strategic outcomes

- 10.1. Protected traditional and customary rights
- 10.2. Auamo kuleana for land resources
- 10.3. Strengthen and elevated cultural resource management practices
- 10.4. Broaden cadre of cultural resource managers
- 10.5. Increase stewarded direct land investments





# STRATEGIC PLAN TO IMPLEMENTATION PLAN





# IMPLEMENTATION PLAN

## Tactics:

What **activities** will OHA implement over the next 3 years to contribute to the community changes?

## Functions:

What OHA **roles** are needed to implement the tactics?

## Staffing:

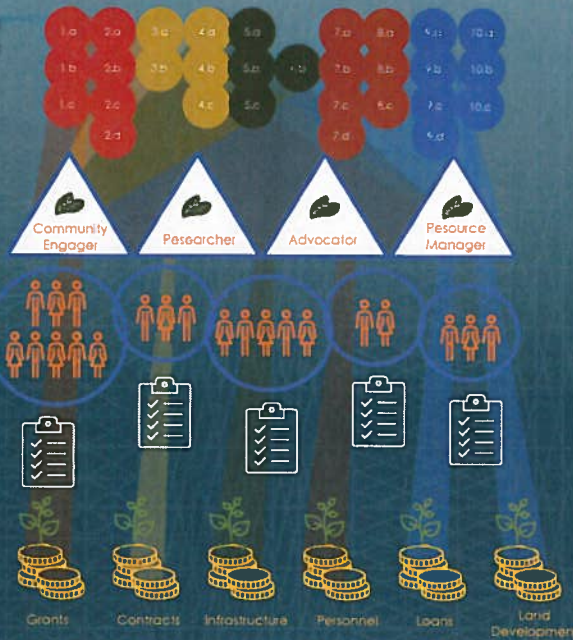
What **organization structure** and **personnel** knowledge, skills, and behavior are needed to implement the tactics?

## Initiatives/ Workplans:

What **projects/ operational tasks** need to be completed to implement the tactics?

## Budget:

What **funding** is needed to implement the tactics?



# COMMUNICATION PLAN



Strategic Plan 2020-2035:  
Mana I Maui Ola



OHA Brand Refresh



Promotional Items



Digital Templates



Video



Internal & External Launch  
Parties



Webinar



Mailers/ E-blast



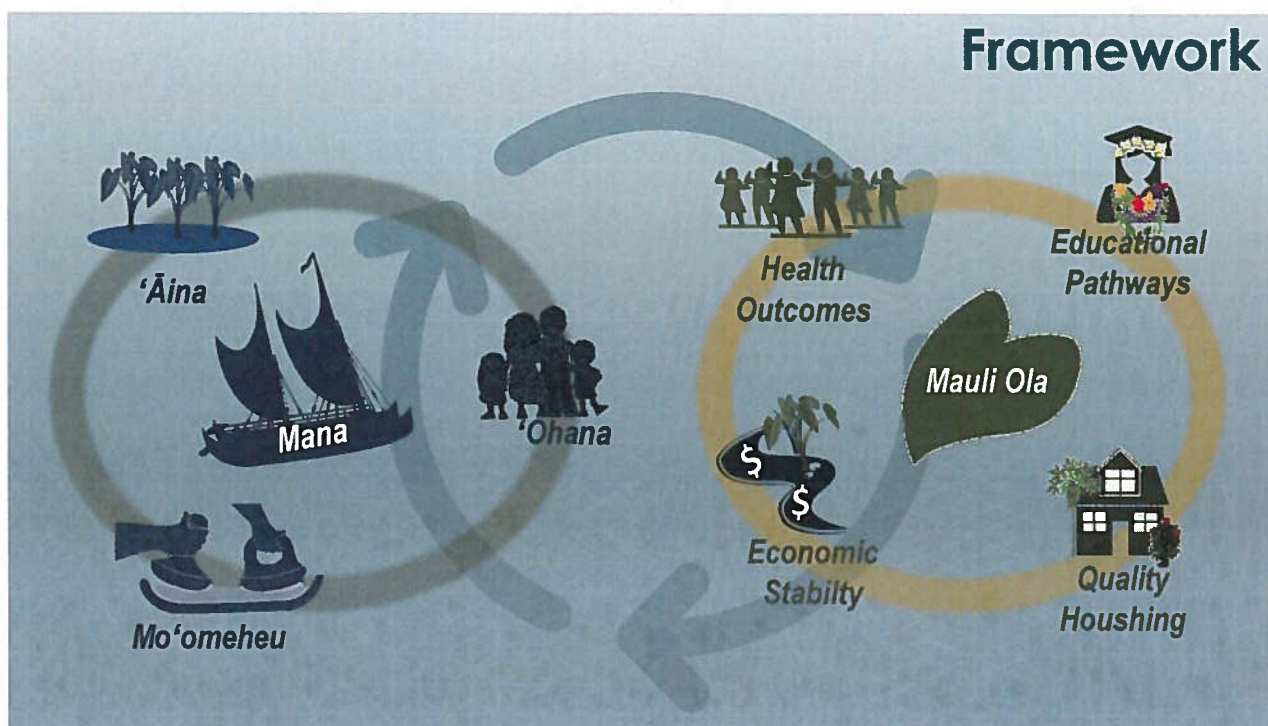
Ka Wai Ola Insert



New OHA Website



## Questions or Mana'o?







## Educational Pathways

### Phase 3

	OHA STAFF	COMMUNITY SURVEY	FOCUS GROUPS
'Āina-based and culture-based education	1	1	1
Financial literacy/ economic education		2	2
Training in cultural practices			3
Vocational apprenticeship training			3
Hawaiian-focused early education			
Safe schools and neighborhoods	2		
Teacher training in Hawaiian culture and history	3		



## Quality Housing

### Phase 3

	OHA STAFF	COMMUNITY SURVEY	FOCUS GROUPS
Homeownership affordability	1	1	1
Rental affordability	2		
Access to ocean for fishing		1	
Access to land for agriculture		2	
Housing subsidies			2
Support DHHL & others to develop housing			2
Develop OHA property for affordable housing			3
Healthy neighborhoods		3	
Housing supply	3		



## Economic Stability

## Phase 3

	OHA STAFF	COMMUNITY SURVEY	FOCUS GROUPS
Childcare & Kupuna care support for working 'ohana	1	1	1
Mālama 'Āina		1	
Native Hawaiian business ownership			2
Preservation of & access to cultural sites, resources, and fwi		2	
Savings & assets development	2		
Revenue from PLT to build Native Hawaiian Trust funding			2
Intergenerational poverty		2	
Restoration of lo'i kalo (taro patch) & loko i'a (fishpond)		3	3
'Ohana resource management	3		
Intergenerational poverty			3
Financial lending institutions/banks controlled by Native Hawaiian communities			3

### Implementation Plan

#### Tactics:

What **activities** will OHA implement over the next 3 years to contribute to the community changes?

#### Functions:

What OHA **roles** are needed to implement the tactics?

#### Staffing

What organization structure and personnel knowledge, skills, and behavior are needed to implement the tactics?

#### Initiatives/ Workplans

What projects/ operational tasks need to be completed to implement the tactics?

#### Budget

What funding need to be completed to implement the tactics?

## IMPLEMENTATION PLAN

